

**Larry L. Collins**  
(937) 626-2977

3632 McLean Ave • Rockledge FL • 32955  
[LCOL113081@aol.com](mailto:LCOL113081@aol.com)

September 19, 2013

Cecil W. Osborn  
Senior Manager  
Management Partners  
1730 Madison Road  
Cincinnati, Ohio 45206

Dear Mr. Osborn:

The purpose of this letter is to express my interest in the City Managers position in Brunswick, Ohio. The position caught my attention because the sought after requirements closely parallel many areas of my professional experience. Please find attached a copy of my resume for this position.

I offer considerable experience in both municipal government management and county government management and firmly believe that experience can be of substantial assistance to the City of Brunswick. Furthermore, we are looking to relocate back to Ohio to be closer to family, which makes this opportunity all the more attractive. While my background is primarily in emergency services, my position has exposed me to many areas of public administration over the years as you will see in my resume.

By way of introduction and some brief background, I am presently Fire Chief for The Brevard County Florida Fire Rescue Department. Brevard County is located on the Atlantic Ocean in the central part of Florida 35 miles east of Orlando. It has a population of 550,000 residents and is home to Kennedy Space Center, Cape Canaveral Air Force Station, Patrick Air Force Base, world famous Cocoa Beach, and Port Canaveral, the second largest cruise ship port in the United States.

Brevard County Fire Rescue (BCFR) provides comprehensive all-risk Fire and emergency services to a diverse urban-suburban-rural mixed county, the 10<sup>th</sup> largest and one of the fastest growing in the State of Florida. These services include fire suppression; EMS treatment and transport; Haz/Mat response and mitigation, technical rescue and Marine fire-rescue and response; ocean rescue (Beaches and Life Guards); emergency 911 dispatch; fire apparatus repair and maintenance; and fire prevention services. The department covers over 1000 square miles, including seventy-two miles of beaches on the Atlantic Ocean, from 33 fire/EMS stations organized across five districts/battalions. The department has an annual budget of nearly 80 million dollars. BCFR has roughly 800 members: 560 full time members, plus 200 part time fire reservists and volunteer members and another 100-plus seasonal life guards during the summer months. The protection area includes residential, commercial, high-rise, industrial, airports, beaches and Wildland interface. The department is large and complex both organizationally and managerially; it makes over 100,000 responses annually. As Fire Chief, I report directly to the County Manager, where I am directly and indirectly involved in many aspects of county government beyond simply fire and EMS services.

Also, I was Fire Chief in the City of Dayton, Ohio where I retired from in 2008 after 30 years of service; the last 11 of which were as Fire Chief. There I also lead a Fire Department which provided comprehensive emergency and support services, including fire suppression; EMS transport; Haz/Mat; US&R technical rescue services

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(Dayton is home to FEMA US&R Team, Ohio Task Force 1); emergency 911 dispatch; and fire prevention. The department had over 400 members serving a dense, diverse intercity urban community of approximately 185,000 citizens within a 56 square mile area, which included numerous downtown high-rise structures, commercial, industrial, educational, entertainment and historical districts and sites throughout the city. I have a considerable experience in and understanding of Ohio government at all levels.

As a seasoned public administrator with nearly 35 years of experience, I offer readily verifiable leadership and management experience gathered in two separate large complex and diverse metropolitan communities. I believe my record supports that I am a strong, confident leader and manager who is politically savvy (yet apolitical in deed), business oriented, a strategic thinker, a visionary, a team player, a good communicator, and a good problem solver. I take pride in being energetic, persistent, credible, honest, open and approachable, and a reasonable risk taker who gets things done while bringing people together to do so. I am proud of the mutually respectful relationship I've developed and maintained with my employees, with the labor organization, with the various community and neighborhood groups I interact with and with my peers throughout the Brevard County organization.

I would welcome a confidential personal interview to further discuss how my knowledge, experience, and leadership could be of assistance to the City of Brunswick as it strives to achieve its current and future service delivery goals. I can be easily reached at the above listed telephone number or email address at any time. Thank you for your time, attention and consideration. I look forward to hearing from you soon.

Sincerely,

Larry L. Collins

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### **Professional Summary:**

Service-oriented senior executive with proven leadership, communication, fiscal, analytical and problem solving skills. Over 35 years of experience in local government. Responsibilities include significant oversight and involvement in the following areas:

Project Management  
Budget/Fiscal Management  
Contracts Negotiation and Management  
Policy and Procedure Development  
Code Enforcement  
Labor Relations

Strategic and Operational Planning  
Organizational Change and Development  
Process and Performance Management  
Intergovernmental Collaboration  
Public Safety/ Emergency Management  
Public Policy Formation

### **Education & Training:**

- M.S. Operations Management (Business Concentration), University of Arkansas, Fayetteville, AK
- B.S. Public Safety Management, Franklin University, Columbus, OH
- A.S. Fire-Rescue Administration, Sinclair Community College, Dayton, OH
- Urban Fellow, University of Dayton, School of Public Administration, Dayton, OH
- Management Excellence Program, University of Virginia, Charlottesville, VA

### **Work History:**

2009 -- Current <b>Fire Chief</b>	Brevard County Fire-Rescue	Brevard County, FL
2008-- 2009 <b>Management Consultant</b>	Total Fire Group/ Honeywell Corp.	Dayton, Ohio
1997-- 8/08 (Retired) <b>Director and Chief</b>	Dayton Fire Department	Dayton, Ohio
1992-- 1997 <b>Assistant Fire Chief</b>	Dayton Fire Department	Dayton, Ohio

- Chief of EMS
- Chief of Special Operations & Strategic Planning

### **Professional Highlights:**

#### **Fiscal Management**

- Have direct responsibility for development, negotiation and administration of BCFR's \$80 million annual operating budget; \$38 million in Dayton.
- Served three years as member of Dayton City Manager's Budget Committee--responsible for recommending service and fiscal priorities to City Manager for balancing City's overall annual operating budget.
  - Strong public budgeting and fiscal management experience, including the management of service delivery in a declining economic environment while maximizing financial resources to meet changing needs through prioritization of services, service delivery re-configuration and deployment changes.
- Have implemented Zero-Based-Budgeting methodologies coupled with performance metrics (Balanced Score Card) for all sections of current organization to better gauge efficiency and effectiveness and enhance accountability.

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- Member of Dayton Income Tax Renewal Campaign Team; tax successfully renewed in March 1994 and again in 2000.
- Implemented programs to enhance City revenues by roughly \$250,000 annually through the sale of available capacity in Dayton's Fire Dispatching Center, 800 MHz radio system and, Fire Apparatus Maintenance facility to neighboring fire departments in need of such services
- Have secured nearly \$7 million in state and federal grants for current department; approximately \$3 million while in Dayton
- Adjunct professor at Barry University (Florida), teaching undergraduate courses in Public Administration and Political Science, examples include public finance and budgeting, public policy, research methods for public administration, and public planning among others;

Strategic Planning

- Experience with both long range community-based strategic and master planning and internal departmental strategic and operational planning, including Emergency Management and preparedness and Homeland Security considerations;
  - Developed and implemented capital replacement plan for Brevard County Fire-Rescue (BCFR) fleet, and Capital Replacement Plan (CIP) for department facilities. Have constructed several facilities since arriving;
  - Emergency Manager for City of Dayton; responsible for emergency operations planning and disaster management for entire city organization, including community preparedness for acts of domestic terrorism and NIMS compliance. Member of the FBI's Southwest Ohio Terrorism Task Force Executive Committee, and the Executive Committee of the Montgomery County, Ohio EMA. Currently a member of Brevard County Emergency Management Policy Group, a small group of leaders which directs overall policy implementation during crisis situations.
  - Technical advisor to Dayton City Manager, who was a member of Technical Committee which developed NFPA Standard 1710, the current national standard for fire service staffing; also a member of the City Manager's "Change Agent Team," tasked with planning, cultivating and implementing high performance organizational changes to the City's service delivery methodologies and organizational culture of the City's Management Team.
- Knowledge and experience with national, state and local codes, laws and standards, their intent, application and evaluation for impact and effectiveness, and a significant understanding of and experience with national and state governmental agencies and their associated practices and politics

Intergovernmental Relations/Grants

- Past Chairperson and a founding member of the Miami Valley Fire /EMS Alliance, a Council of Governments (COG) serving 23 area Fire/Rescue departments for the expressed purpose of reducing costs and enhancing service delivery through the sharing of resources, practices and common procedures.
- Have expanded regional cooperation within Brevard County by expanding automatic mutual aid agreements with 5 area fire departments, and through joint staffing, purchasing and co-location of fire apparatus and personnel between the county and neighboring city fire departments.
- While president, developed, managed and directed numerous policy positions on behalf of the Ohio Fire Chiefs' Association, including those impacting state fire and EMS training, collective bargaining relative

to the fire service, fire and building code standards, fire service pension laws, etc.; worked with state and federal lobbyist and legislators on policy development for fire/EMS legislative priorities.

- Developed partnership agreement with Sinclair Community College to share facility space between the Department and the school, and to jointly share the cost of building a new live fire burn building at Dayton Fire Training Center, saving each party a minimum of \$250,000.

#### Organizational and Personnel Management

- Substantial experience in public management and service delivery in all aspects of both a full service, inner-city urban environment and a large county government environment;
- Have ongoing responsibility for personnel management and leadership of a roughly 800 member county fire department. Adjudicate grievances under two major labor contracts, conduct disciplinary hearings and decide findings, conduct employee performance evaluations, reward employees, develop and implement policy, conduct contract negotiations, (recently completed both rank and file and supervisor unit negotiations, securing new CBAs) etc; have enjoyed the benefits of maintaining a mutually respectful relationship with employee labor organizations.
- Considerable success with hiring highly skilled staff members and developing high performing teams and organizations. Have lead organizational transformations leading to considerable cost savings.
- Implemented modern testing/hiring and promotional processes within BCFR; diversity has increased since. Currently pursuing Federal Safer Grant to assist in the hiring of active duty vets returning from Afghanistan and separating from military service

#### Salary History:

Currently \$104,000 annually